Defense Acquisition University

Corporate Learning Organization Career Long Support to the AT&L Workforce

John Hickok

Director, Knowledge Mangement

Global Learning and Technology Center

May 1, 2010

Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework

Draft ver. 4.7. May 21, 2004

Three DOD Decision Support Systems effective interaction is Essential

The Milestone Decision Authority may authorize entry into the acquisition process at any point, consistent with phase specific entrance criteria and statutory requirements

Concept Refinement Phase — *Refine initial concept. Develop Technology Development Strategy*

Technology Development Phase — *Reduce technology risk and determine appropriate set of technologies to integrate into a full system.*

System Development & Demonstration Phase — *Develop a system or increment of capability; reduce integration and manufacturing risk; ensure operational supportability; reduce logistics footprint; implement human systems integration; design for producibility; ensure affordability and protection of critical program information; and demonstrate system integration, interoperability, safety, and utility.*

Production & Deployment Phase — *Achieve operational capability that satisfies mission needs.*

Operations & Support Phase — *Execute a support program that meets operational support performance requirements and sustains the system in the most cost-effective manner over its total life cycle. Dispose of the system in the most cost-effective manner at the end of its useful life.*

Decision Points/Milestones: CD | MS A | MS B | DRR | MS C | FRP DR

Low-Rate Initial Production | Full-Rate Production/Deployment | Sustainment | Disposal

Joint Capabilities Integration & Development System (need driven)

ICD | Draft CDD | CDD | CPD | IOC | FOC

Validated and approved CDD and CPD for each increment of an evolutionary acquisition

Oversight & Review

DAB/ITAB/MD | ADM | Exit Criteria Met | Clinger-Cohen Act - Compliance - Certification | APB | Acquisition Strategy | AoA | Post Deployment Performance Review | Total Life Cycle Systems Management

Contracting

Study Contracts | AoA Plan | Acq Plan | Source Selection Plan | Draft RFP | RFP | LRIP Contract | Production Contract | Post Production Software Support Contracts | Sustainment Contracts

Major Products

Preliminary Integrated Architecture | Best Materiel Approach(es) | Preferred System Concept | Tech Demos | System Performance Spec | Prototypes/ Engineering Dev Models | Initial Production Baseline | Low-Rate Initial Production Systems | Final Production Baseline | Full-Rate Production Systems | Supports O&M Budget Review

Initiate Evolutionary Acquisition Strategy

Evolutionary Acquisition Strategy

Increment II | Increment III

Technology Development Strategy | Technology Development Contract | Integrated Baseline Review | System Development & Demonstration Contract

Define Supportability | Evaluate Product | Develop Initial Product Support Strategy | Product Support Plan | Demonstrate Product Support Capability | Product Support Package/PBL Implementation | Product Support/PBL Management | Operations & Sustainment

The Challenge

DoD's Big "A"cquisition Systems and Processes

Technical

Systems Engineering Test & Evaluation Supportability

Economic Analysis (MAIS Only) | CARD (Designated Programs) | POE | CCA | ICE | Affordability Assessment

Cost

$ Cost Estimation Methods: Analogy | Parametric | Engineering | Actual Costs

PMO Budget Estimate | PMO POM Input

Types of Funds: RDT&E - Advanced Technology Development | RDT&E - Adv Component Dev & Prototypes | RDT&E - Systems Development & Demonstration | RDT&E - Management & Support | Procurement | Operations & Maintenance

Appropriated Funds To Support Contracts

Planning, Programming, Budgeting, & Execution Process (biennial calendar driven)

On Year | Off Year

Military Departments & Defense Agencies | OSD & Joint Staff | White House

POM/Budget Formulation *PCF/BCP Prep* | August | POM/Budget Submit *PCF/BCP Submit* | September - November | SLRG Reviews | PDM(s) | ISSUES

Joint Planning Document | National Military Strategy | National Security Strategy

Strategic Planning Guidance *Off Year Optional* | October

Joint Programming Guidance *Off Year Optional* | April / May | Fiscal Guidance | FYDP updated

PBD Cycle | October - November | Final PBDs | November | MBI | December | DoD Budget | January | OMB | FYDP update to POM | President's Budget to Congress | February (1st Monday)

DoD Testimony | DoD Appeals | Allocatio | Apportionment

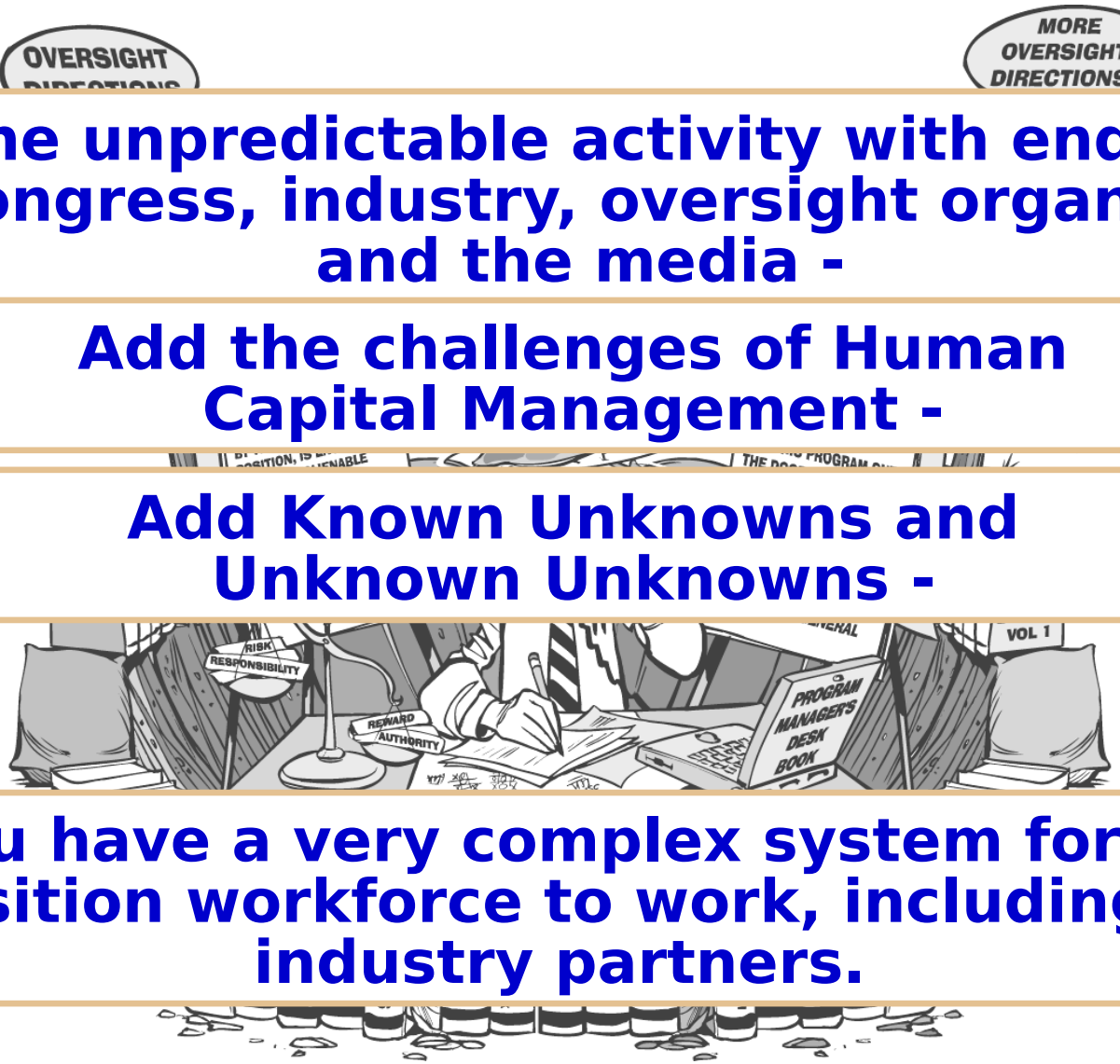
Congress: Budget Committees | Authorization Committees | Appropriation Committees | Authorization/ Appropriation Acts Passed | February - September

The Acquisition Warrior

Add the unpredictable activity with end users, OSD, Congress, industry, oversight organizations, and the media -

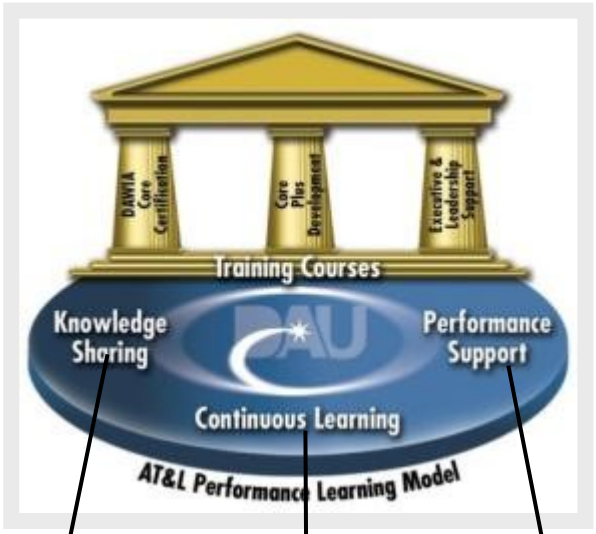
Add the challenges of Human Capital Management -

Add Known Unknowns and Unknown Unknowns -



You have a very complex system for the Acquisition workforce to work, including DoD's industry partners.

DAU Supporting the Defense Acquisition Workforce…180,000 + Industry



…with

Formal

&

Informal

Learning

Filling the formal learning gaps with

Knowledge Systems & Assets & Social Networking

+ Formal Learning Asset Reachback

+ Mission Assistance

Formal Courses

…ling a Constant Support Presence in DoD Acquisition C

Acquisition Knowledge Management System (AKMS)

DAP

AT&L knowledge repository – gateway to policy and DoD AT&L services (MOSS2007)

ACC

Collaborative arm of the AKMS. Hosts acquisition related Communities of Practice. (Ecco 2.0)

BPCh

Repository of validated practices and lessons learned. (MOSS200

Multimedia

Video and audio library. (Qumu)

Learning Management Systems

Atla

Distance learning courses and continuous learning modules.

Blackboard

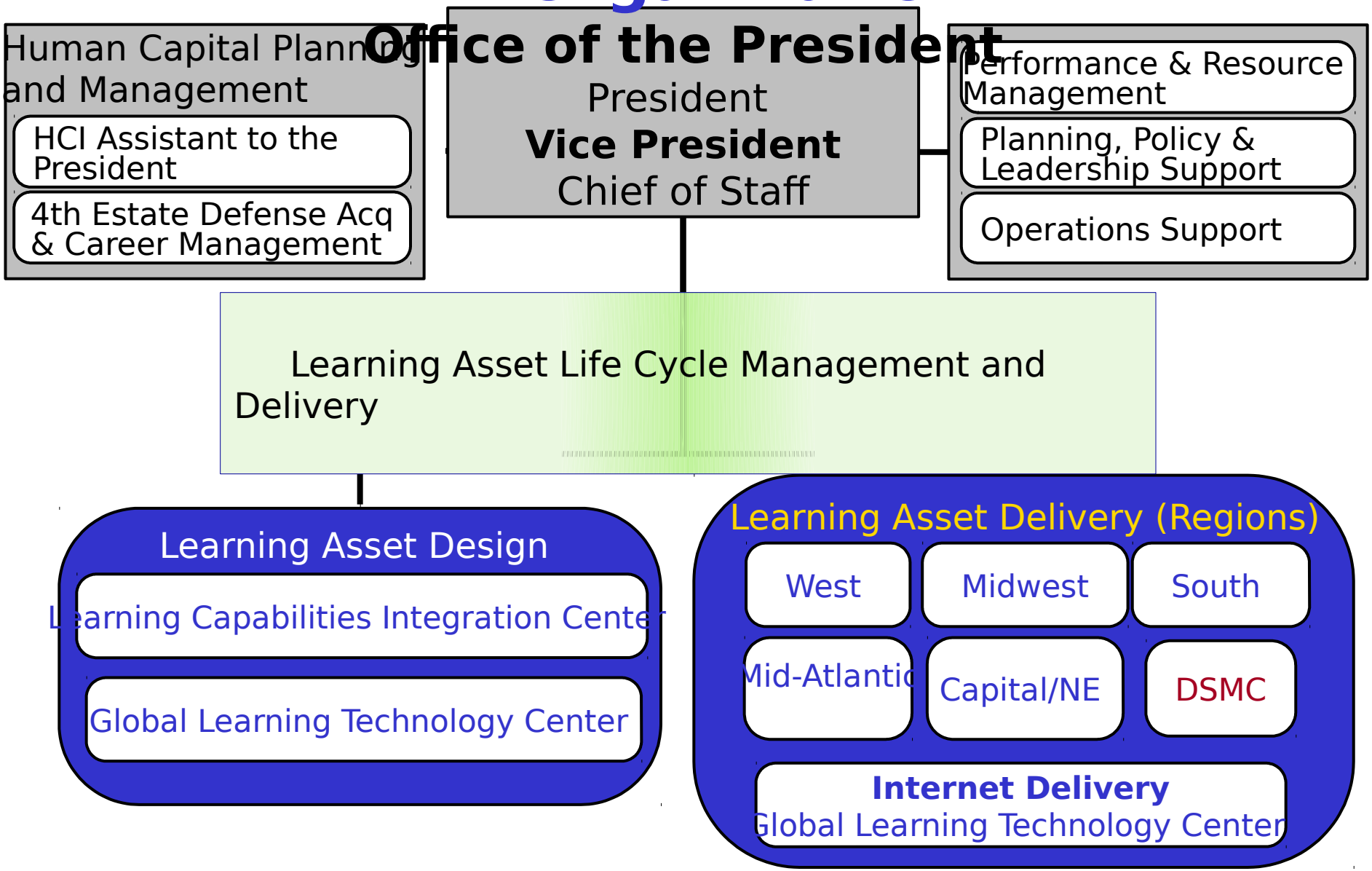
Classroom and online facilitation tools and content management.

24/7 access to Informal learning assets

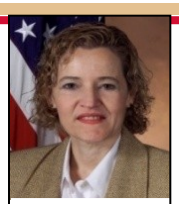
Examples
AAP Q&A
Guidance
Tools
Classroom Materi
Policies
Webcasts
Templates
Best Practices
Laws
Videos
Browseable
DL/CL coursewar
Lessons learned
Audios
Handbooks
Communities of Practice
Gaming
Scenarios
Guidebooks
Regulations
Simulations

Beyond formal instructor led training -- users have access to informal online performance support, cohorts/experts, and learning assets through Search, ACQuipedia articles, and icatalog,

DAU Learning Organization



Functional Leaders


Dr. Nancy Spruill
BCEFM

Mr. Dave Ahern
ACQ & PM

Mr. Alfred Volkman
AT&L IC

Mr. James Dalton
FE

Mr. Shay Assad
CON

Mr. Chris DiPetto
Acting - T&E

Mr. Stephen Welby
SPRDE/SE/PQM

Dr. John Fischer
STM

Mr. Edward Wingfield
Acting, IT/SAM

Mr. Randy Fowler
LOG

Functional Center Directors

Ms. Sharon Jackson
BCEFM

Mr. Brad Brown
Pm & ACQ

Mr. Lenny Manning
CON

Mr. George Prosnik
E&T

Mr. Bill Kobren
LOG

Performance Learning Directors

Sharon DAnjou

Reggie Parks

Larry Leggett

Richard Fowler

Michael Rodgers

Ray Ward

Leslie Deneault

John Paciorek

John Snoderly

Bill Motley

Larry Baker

Tom Simcik

Pat Dallosta

Robert Pratt

Pamela Johnson

John McElhenny

Stephen Skotte

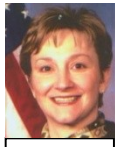
Lyle Eesley

Dwayne Tripp

Bryan Johns

James Malloy

Gail Foley


Renee Butler

Marty Falk

John Claxton

Gerald Emke

David Floyd

Doug Killey

Revised 20 Jan 10

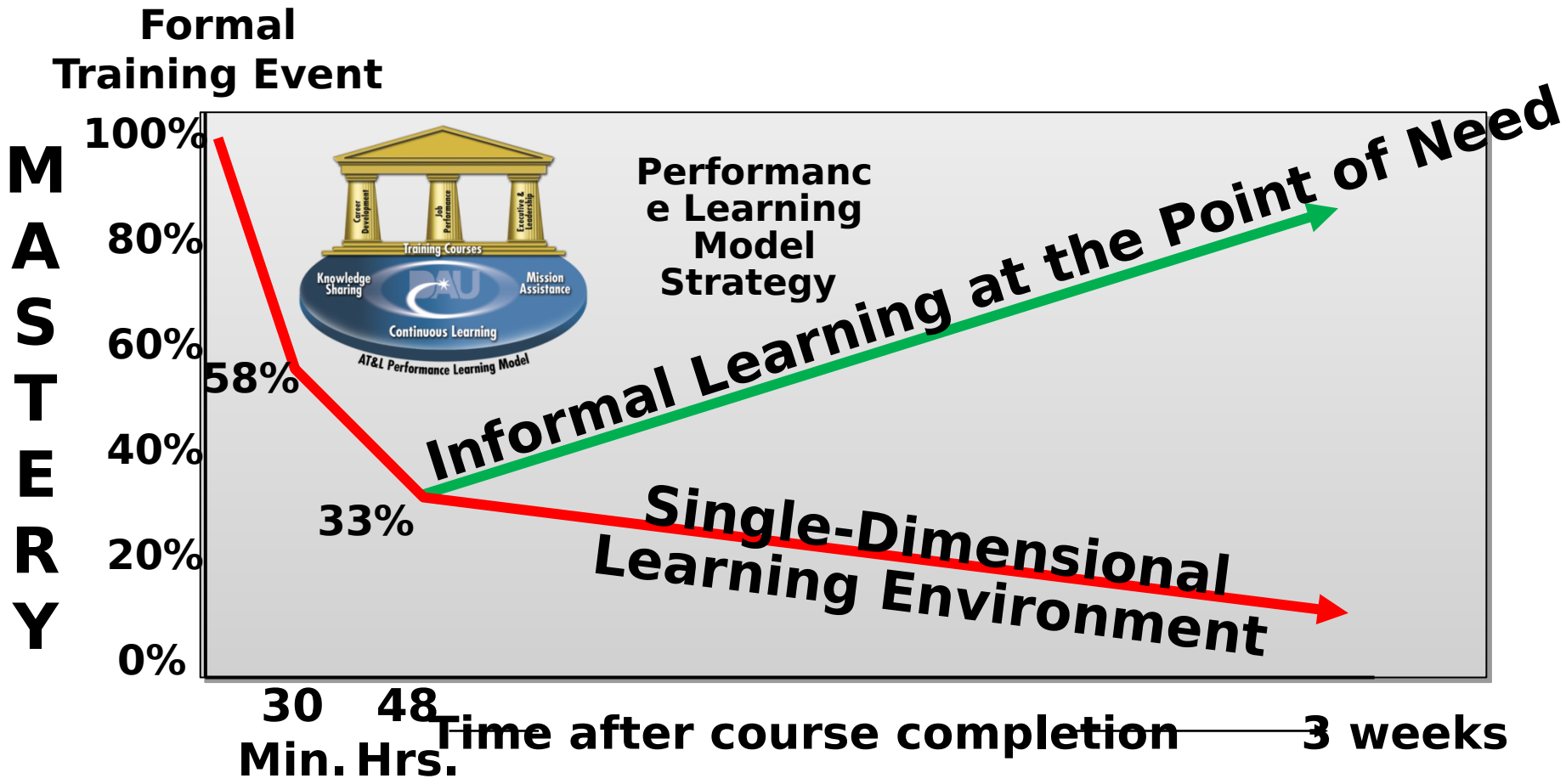
Learning at the Point of Need?

It's not about classroom or web, it's about selecting the right

Learning at the Point of Need is about giving the learner more

Formal and Informal Learning must be

Integrating Formal and Informal Learning



Source: Research Institute of America

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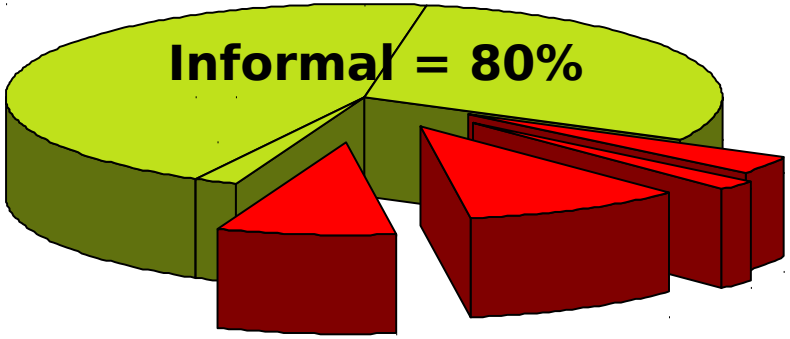
Informal vs Formal Learning

Is this true: 80 % of learning takes place on the job (and not in a class)

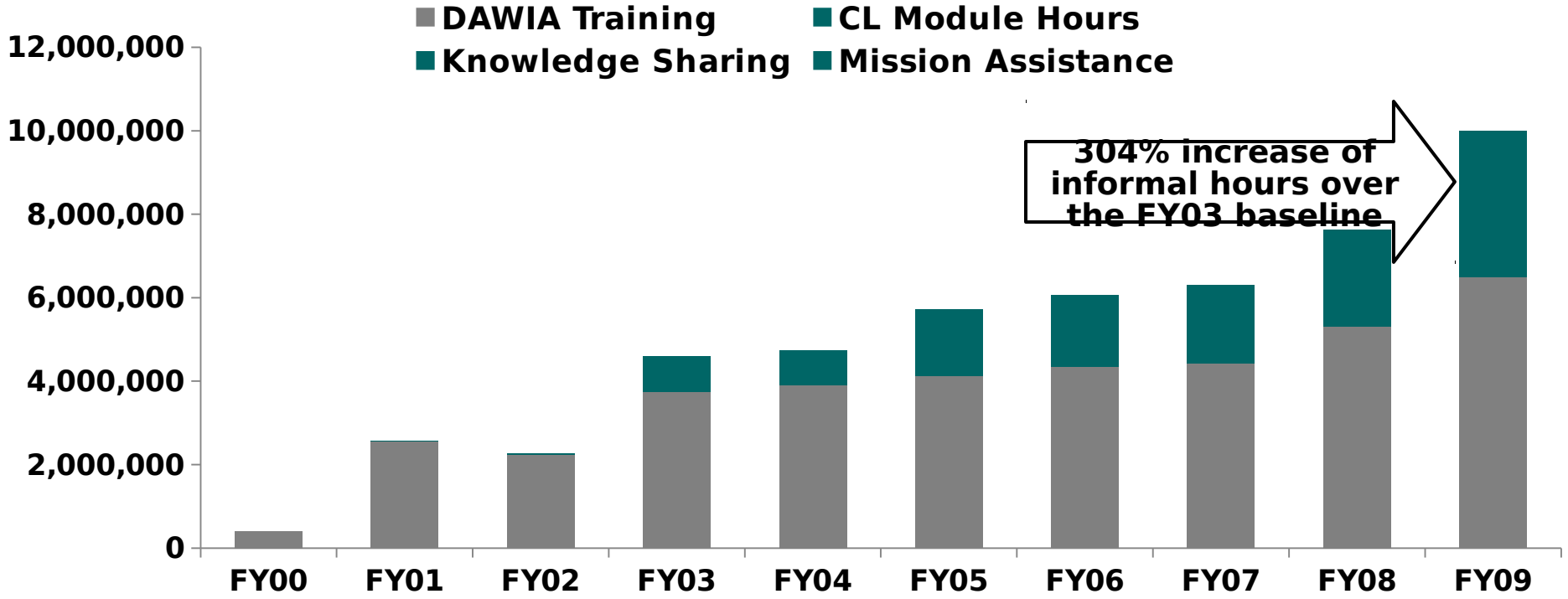


Informal:
the degree which the learner has control of both the objective and the means.

Formal:
the degree which the institution has control of both the objective and the means.

"Learning in the Workplace", Marsick and Watkins, 1990.

DAU Provides both formal & informal learning



Hours	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
DAWIA Training	410,000	2,563,000	2,240,000	3,730,000	3,900,000	4,129,349	4,351,478	4,415,087	5,308,917	6,479,014
CL Module Hours	0	331	20,382	456,423	192,000	439,416	535,315	837,086	1,205,471	1,785,446
Knowledge Sharing	0	0	0	277,000	471,500	775,654	782,818	656,674	697,509	1,236,971
Mission				136,80	170,31	380,80	400,53	389,41	419,50	492,52

Second Transformation:
Making "Learning at the Point of Need" a Reality!

MG Erwin Lessel
Living Library
Interview
Live WebCast
Conference
Speakers
Guest Lecturers

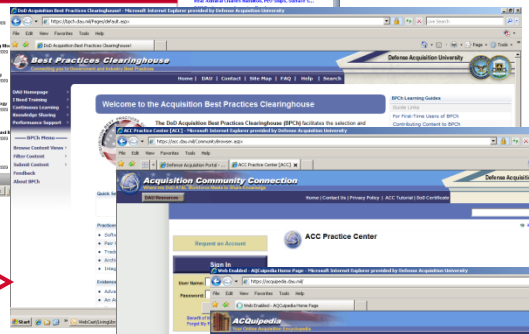
Integrated Environment

Asset in one location Consumable by All Locations!

DAU Training Assets

DAU Media Library

DAU on iTunes U



Best Practices Clearing House

Acquisition Community Connection (ACC)

ACQuipedia

Defense Acquisition Portal (New

Multi- dimensional Learning Environment

AT&L Knowledge Management System (AKMS) Systems and Tools

Defense Acquisition Portal

Your One-Stop Source for Acquisition Information and Tools

Search

Submit Feedback

Acquisition Today News

Welcome to the New Defense Acquisition Guidebook Web Site

https://dag.dau.mil - 12/17/2009

The DAG web site has been redesigned to provide the acquisition workforce and our industry partners with a more effective, user-friendly capability to instantly access best business practice, supporting policy, and lessons learned.

Dr. Ashton B Carter

DTM 09-027 Implementation of the Weapon Systems Acquisition Reform Act of 2...

https://dap.dau.mil/ - 12/4/2009

On 4 December Dr. Ashton Carter, Under Secretary of Defen....

The Weapon Systems Acquisition Reform Act

http://www.whitehouse.gov/ - 5/22/2009

On 22 May 2009, President Barack Obama signed legislation entitled "The Weapon Systems Acquisitio....

More Acquisition Today News 1/9

Acquisition Reading

Recent Policy | Reader's Choice | Reading Library | Suggested Reading

- Implementation of the Weapon Systems Acquisition Reform Act of 2009 Publish Date: 12/4/2009
- Military and General Equipment FIAR Sub-Committee Meeting Action - USD AT&L Signed Memorandum Endorsing Existence and Completeness Priority Publish Date: 11/2/2009
- AFI 63-125 "NUCLEAR CERTIFICATION PROGRAM" Incorporating Change 1 Publish Date: 10/22/2009
- Real Property and Installations Lifecycle Management Investment Review Board Charter Publish Date: 10/13/2009
- NDAA Sec 801 (b) -Internal Controls for Procurements for DOD by Certain Non-DOD Agencies Publish Date: 9/18/2009

More... >>

AT&L - Acquisition Services and Systems

DAP Quick Links

Directory

DAP | DAU | ACC | BPCh | ACQuipedia | PM Toolkit

ACQuire | DAG | IFC | AAP | Acker

Acquisition - Career Gateways

- Auditing
- Business
- Contracting
- Facilities Engineering
- Industrial and Contract Property Management
- Information Technology
- Life Cycle Logistics
- Production, Quality, and Manufacturing
- Program Management
- Purchasing
- SPRDE - Programs Systems Engineering
- SPRDE - Science and Technology Management
- SPRDE - Systems Engineering
- Test and Evaluation

DAP - Policy and Regulation Shortcuts

Policy Documents Page

Statutory Law

Acquisition Process

- What's ACQ ...
- **Big "A" Process**
- Defense Acquisition Policy Center
- Acquisition Events
- Acquisition Centers of Excellence
- **Joint Capabilities Integration and Development System**
- **Defense Acquisition System**
- **Planning, Programming, Budgeting & Execution**

About this page...

John Hickok
Captain, USN (Ret)
DAU Director, KM
Read my blogs

This page introduces and illustrates the elements of Big "A" Acquisition and provides links to documents, multimedia, and training that support it. For more information, select any of the sub-topics under "What's ACQ..." in the menu on the top-left, or the graphic to the right.

Acquisition Process News

GENERAL PETRAEUS

GENERAL PETRAEUS SPEAKS ON THE ACQUISITION PROCESS

DAU Media Library - 9/16/2009

In this online video, DAU President Frank Anderson discusses with General David Petraeus how the acquisition community supports the warfighter in today's arena. "We can't use the traditional peacetime acquisition processes. All of our processes have to be much more rapid and much more responsive."....

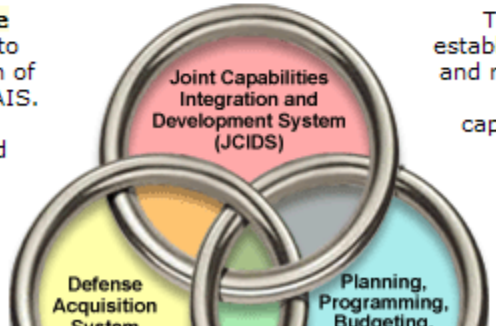
More Acquisition Process News 2/4

Featured - Big "A" Concept and Map

DoD Decision Support Systems

DoD has three principal decision-making support systems. Together, the systems provide an integrated approach to strategic planning, capabilities needs assessment, systems acquisition, and program and budget development.

DoD uses the **Defense Acquisition System** to manage the acquisition of weapon systems and AIS. Although based on centralized policies and principles, the system allows for de-centralized and streamlined acquisition. The system is flexible



The Joint Chiefs of Staff established **JCIDS** to assess and resolve gaps in military joint warfighting capabilities. To effectively integrate capabilities identification and acquisition, the JCIDS guidance (CJCSI 3170.01G and JCIDS Manual) was

Learn Ask & Collaboration Tools

DAP Web Page
Policy Documents

DAP Web Page
Federal Acquisition Regulations

DAP Web Page
DAU Glossary

AKMS Service
Acquisition Community Connection
https://acc.dau.mil/

AKMS Service
Best Practices Clearinghouse
https://bpch.dau.mil/

AKMS Service
ACQuipedia
https://acquipedia.dau.mil

Related Videos and Tutorials

BCEFM Video
(39 mins)

PPBE Multimedia Brief
39 minutes

Rapid Deployment Training

- Briefing outlining Directive-Type

Menu

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Advanced Search

Interview with Gen Petraeus

Part of "Acquisition Support to the Warfighter - Gen David Petraeus" Channel

Interview with Gen Petraeus

Frank Anderson, President, DAU, discusses with General David Petraeus how the acquisition community supports the warfighter down range.

Available Formats:
Windows - 425, Video

Available Date: 16 Oct 2009, 11:22 AM EDT
Expiration Date: Does not expire

Duration: 10 minutes

View Program:

Acquisition Support to the Warfighter
(Windows - 425, Video)

Download Program Files

Acquisition Support to the Warfighter Podcast
Acquisition Support to the Warfighter Transcript

Program Tools

Add this Program to your Favorites and set up Email Notification

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Career Gateways

- All Careers
- Auditing
- Business
- Contracting
- Facilities Engineering
- Industrial Property
- Information Technology
- Life Cycle Logistics
  - Overview
  - Certification Guide
  - Continuous Learning
  - Enroll in a Course
  - Mission Assistance
  - Ask A Professor
  - Director's Blog
- Production, Quality and Manufacturing
- Program Management
- Purchasing
- Program Systems
- Science and Technology
- Systems Engineering
- Test & Evaluation

About this page...

This page is the career gateway page for Logistics.

Home > Acquisition Career Gateways > Life Cycle Logistics

Feature - An Introduction to Life Cycle Logistics

Bill Kobren
Director

The Life Cycle Logistics career field includes professionals responsible for planning, development, implementation, and management of an effective and affordable weapons, materiel, or information systems support strategies. Life cycle logisticians perform a principal joint and/or Component logistics role during the acquisition and operational phases of the system life cycle to: (1) ensure product support strategies meet the program goals for operational effectiveness and readiness; (2) ensure supportability requirements are addressed consistently with cost, schedule, and performance; (3) perform an integral role in systems engineering to ensure supportability considerations are implemented during systems design; and (4) plan and develop performance-based logistics initiatives as the preferred approach to product support. Life cycle logisticians ensure the integration of all support elements to maximize deployability, supportability, and mobility of the system throughout the program life cycle. They can work directly in a program management office, in support of the program manager, or in other supporting logistics activity offices.

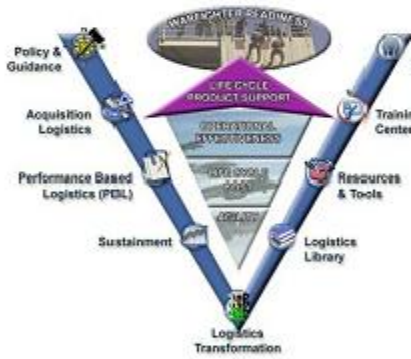
See more information about Life Cycle Logistics in my Blogs.

Feature - Career Gateway Highlights

Policy, Regulation, and Law

- Policy
- Regulation
- Guidance and Law

Logistics Community of Practice



Related ACQuipedia Articles

- Set Product Support Strategy
- Post-Deployment Review
- Product Support Plan (PSP)

Show All

Career Gateways

- All Careers
- Auditing
- Business
- Contracting
- Facilities Engineering
- Industrial Property
- Information Technology
- Life Cycle Logistics
  - Overview
  - **Certification Guide**
  - Continuous Learning
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- Test & Evaluation

About this page...
This page is the career

Feature - Logistics Certification Guide
Level I

Level I | Level II | Level III

Level I Certification Guide

Type of Assignment	Representative Activities
Acquisition Logistics	▸ Plans/develops effective and affordable weapons, materiel, or information systems support strategies ▸ Ensures product support strategies meet program goals for operational effectiveness and readiness. ▸ Ensures supportability requirements consistent with cost, schedule, and performance are addressed. ▸ Plans and develops performance-based logistics as preferred DoD product support approach. ▸ Ensures integration of all support elements to maximize system deployability, supportability, and mob
Sustainment	▸ Implements effective and affordable weapons, materiel, or information systems support of fielded an out-of-production systems, including obsolescence, modernization/modification, sustaining engineering, workload allocation, public-private partnerships, supply chain management (SCM), and/or system retirement. ▸ Executes and manages system performance-based logistics support strategy, ensuring system performance requirements are met.

Core Certification Standards (Required for DAWIA certification.)	
Acquisition Training	▸ **ACQ 101** Fundamentals of Systems Acquisition Management
Functional Training	▸ **LOG 101** Acquisition Logistics Fundamentals ▸ **LOG 102** Systems Sustainment Management Fundamentals ▸ **CLL 008** Designing for Supportability in DoD Systems ▸ **CLL 011** Performance-Based Logistics
Education	▸ Formal education not required for certification
Experience	▸ 1 year of acquisition and/or sustainment experience in life cycle logistics

Core Plus Development Guide (Desired training, education, and experience.)	Type of Assignment	
Training	Acquisition Logistics	Sustainm

Career Gateways

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  - Overview
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- Science and Technology
- Systems Engineering
- Test & Evaluation

About this page...

This page is the career

Home > Acquisition Career Gateways > Life Cycle Logistics > Core Plus Level I

Feature - Logistics Core Plus Guide

Level I | Level II | Level III

Level I Core Plus Guide

Core Plus Development ("R" indicates Resident Instruction.)	CLP
BCF 102 Fundamentals of Earned Value Management	14.5
BCF 106 Fundamentals of Cost Analysis	40
BCF 107 Applied Cost Analysis **(R)**	30
CLB 007 Cost Analysis	3.5
CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits	3
CLC 013 Performance-Based Services Acquisition	6
CLC 019 Leveraging DCMA for Program Success	2
CLC 045 Partnering	2
CLC 108 Strategic Sourcing Overview	4.5
CLC 112 Contractors Accompanying the Force	1
CLE 003 Technical Reviews	3
CLE 015 Continuous Process Improvement Familiarization	1.5
CLE 301 Reliability and Maintainability	4
CLL 002 Defense Logistics Agency Support to the PM	3
CLL 006 Depot Maintenance Partnering	2
CLL 013 DoD Packaging	3
CLL 014 Joint Systems Integrated Support Strategies (JSISS)	3
CLL 017 Introduction to Defense Distribution	2
CLL 022 Title 10 Depot Maintenance Statute Overview	2
CLM 013 Work-Breakdown Structure	6
CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)	3
CLM 032 Evolutionary Acquisition	2
CLM 036 Technology Transfer and Export Control Fundamentals	2
CON 110 Mission-Support Planning	23
CON 111 Mission Strategy Execution	26

Core Plus Overview

Core Plus represents an enhanced care field certification and development frame designed to guide acquisition profession to competency development beyond the minimum standards required for certifica based on specific types of assignments within an acquisition function/career field Core Plus is best illustrated as three concentric circles...

The center of the target, **Core Acquisiti Certification**, represents the broad rang competencies that are common across DOD AT&L workforce.

The inner ring, **Core Functional Certification**, represents those core specialized competencies that relate to or more of the 14 acquisition career field The Core Acquisition Certification and C Functional certification competencies ar required for career field certification.

The outer ring, **Core Plus**, represents additional training beyond that required f

Life Cycle Logistics

Become a Member

Sign In

User Name:

Password:

Sign In

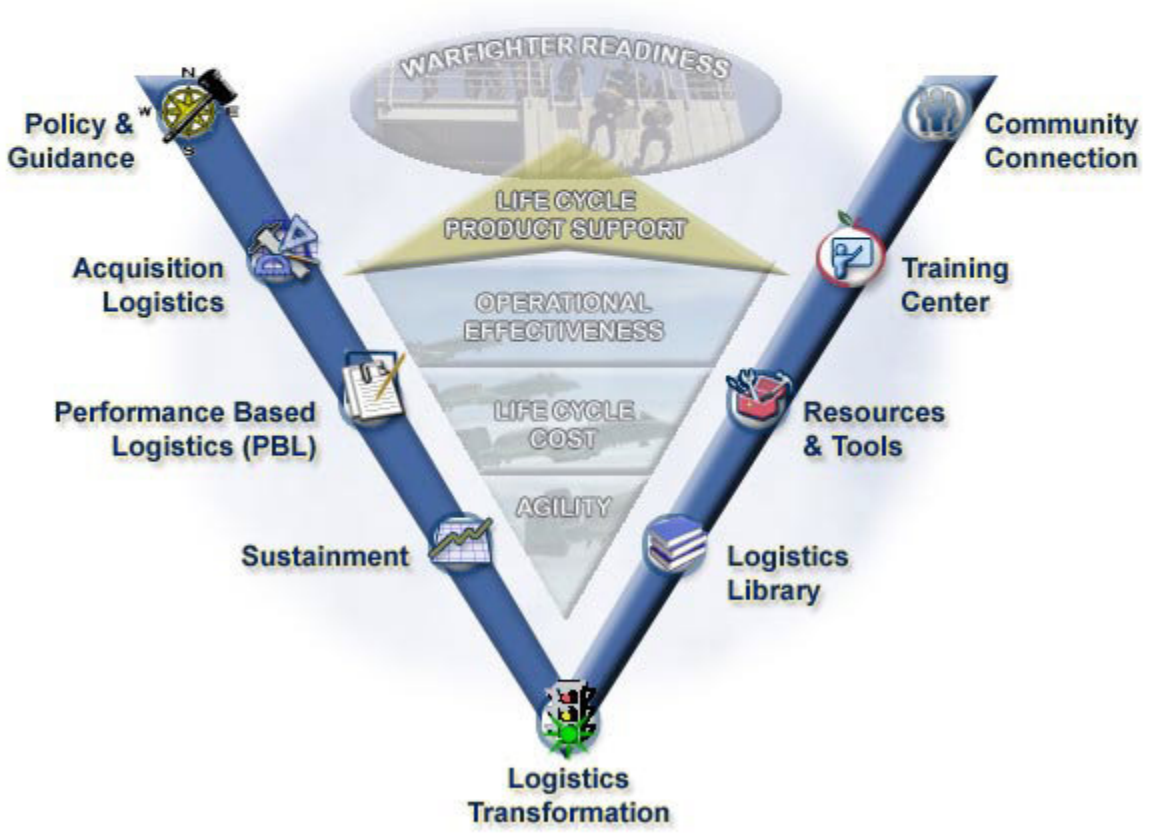
Benefit of Membership
Forgot My Password or Login

Browse

ACC Home Up one level

- Life Cycle Logistics
  - Policy and Guidance
  - PBL
  - Sustainment
  - Logistics Transformation
  - Logistics Library
  - Resources & Tools
  - Training Center
  - LOG Community Connection
  - LOG Archive

Main View | What's New | Questions / Discussions | Metrics



ACC Practice Center

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- ACC Practice Center
  - User Info and Training
  - Ammunition Forum
  - Contingency Contracting
  - Continuous Process Improvement / Lean...
  - Contracting
  - Data Management
  - DoD Wireless KM CoP
  - EVM (Earned Value Management)
  - Facilities Engineering
  - IT CoP

Participate in a Community

- Ammunition Forum
- Contingency Contracting
- Continuous Process Improvement
- Contracting
- Data Management
- DoD Wireless
- Earned Value Management
- Facilities Engineering
- Information Technology
- Life Cycle Logistics
- Production Quality & Manufacturing
- Program Management
- Risk Management
- Science & Technology Management
- Small Business
- Systems Engineering

AT&L KM Guidance & Tools

- ACQuipedia
- ACQuire Search Tool
- Acquisition Hot Topic Forums
- Ask A Professor (AAP)
- Best Practices Clearinghouse (BPCh)
- Defense Acquisition Guidebook (DAG)
- Defense Acquisition Portal (DAP)

Special Interest Areas

- A-76, Competitive Sourcing Process
- ACE for Services
- Acquisition Law
- Acquisition Research
- Alternative Dispute Resolution
- Business
- Contracting Officers Representative (COR)
- Contractors Accompanying the Force
- DHS Acquisition Policy
- DoD Packaging, Handling, Storage & Transportation (PHS&T)
- Emergency Response & Recovery Contracting
- Environment, Safety & Occupational Health (ESOH)
- Financial Management
- Government Property
- Instructional Systems Design
- International Program Management
- Item Unique Identification
- Joint Rapid Acquisition
- Naval Open Architecture
- Operations Research/Systems Analysis
- Performance-Based Acquisition
- Reliability, Availability & Maintainability
- Strategic Sourcing

Ammunition Forum

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ACC Home Up one level

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  - Logistics
  - Operations
  - Ask An Expert
  - Deployment Information
  - Knowledge Sharing/Forums
  - Systems
  - Publications
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Welcome to the BPCh...

The **DoD Acquisition Best Practices Clearinghouse** (BPCh) facilitates the selection and implementation of systems engineering and software acquisition practices appropriate to the needs of individual acquisition programs.The BPCh uses an evidence-based approach, linking to existing resources that describe how to implement various best practices. These linked resources also provide descriptions of the practical results (both good and bad) of applying the practices in various contexts, from which users can learn about the results to be expected in their environment. All evidence stored is also contextualized, so that users will be guided to the lessons relevant to their program, type of problem, or specific situation.

Thank you to everyone who visited us at the BPCh booth at the NDIA Systems Engineering Conference held from October 26-29, 2009 in San Diego, CA. In particular, a big thank you goes out to our interviewees! Your experience is very valuable to us, and we are currently processing the evidence we collected. If you did not get a chance to interview at the conference and would like to share practice experiences (candidate practices or evidences), or if you have additional questions, please use the 'Submit Content' links at left or send an email to bpch@dau.mil.

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search

Practices that have the most evidence

- Software Formal Inspections
- Pair Programming
- Trade Studies
- Architectural Reviews
- Risk Management (general)

Evidences that have the highest trustability scores

- Advances in Software Inspections
- An Analysis of Defect Densities Found During Software Inspections

BPCh Learning Guides

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- Understanding the BPCh Vetting Process
- SME-Specific Training & Details

Gold Practices

- Pair Programming
- Software Formal Inspections

Practices that Reduce Schedule

- Include a Requirements Databa the RFP

Practices that Improve Quality

- Pair Programming
- Software Formal Inspections
- Software Walkthroughs

Acquisition KM Systems

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Featured Article

Proposal Evaluation

DEFINITION

Proposal evaluation is the assessment of a proposal to determine the offeror?s ability to successfully perform the prospective contract. It is also used to determine a fair and reasonable price for the contract requirement.

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Acquisition Strategy (AS)

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DEFINITION

From the DAU Glossary - A business and technical management approach designed to achieve program objectives within the resource constraints imposed. It is the framework for planning, directing, contracting for, and managing a program. It provides a master schedule for research, development, test, production, fielding, modification, postproduction management, and other activities essential for program success. The acquisition strategy is the basis for formulating functional plans and strategies (e.g., Test and Evaluation Master Plan (TEMP), Acquisition Plan (AP), competition, systems engineering, etc.) See Acquisition Plan.

GENERAL INFORMATION/NARRATIVE

Defense Acquisition Guidebook, Chapter 2. Section 2.3. Systems Acquisition: Acquisition Strategy The Acquisition Strategy is a comprehensive, integrated plan that identifies the acquisition approach, and describes the business, technical, and support strategies that management will follow to manage program risks and meet program objectives. The Acquisition Strategy should define the relationship between the acquisition phases and work efforts, and key program events such as decision points, reviews, contract awards, test activities, production lot/delivery quantities, and operational deployment objectives. The Acquisition Strategy also defines the approach to provide maximum practicable opportunities to small business, including small

- Acquisition Category (ACAT)
- Acquisition Life Cycle
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- Concept of Operations (CONOPS)
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- DoD Strategic Guidance
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- DOTMLPF Change Recommendation (DCR)
- Earned Value Management System (EVMS)...
- Entrance Criteria
- Exit Criteria
- Force Protection Key Performance...
- Functional Capabilities Board (FCB)
- Global Information Grid (GIG) Key...
- Information Assurance
- Information Support Plan (ISP)

master schedule for research, development, test, production, fielding, modification, postproduction management, and other activities essential for program success. The acquisition strategy is the basis for formulating functional plans and strategies (e.g., Test and Evaluation Master Plan (TEMP), Acquisition Plan (AP), competition, systems engineering, etc.) See Acquisition Plan.

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The Acquisition Strategy is a key document to support the statutory Milestone B certification (see Chapter 10).

The Acquisition Strategy guides program execution across the entire program life cycle. The strategy evolves over time and should continuously reflect the current status and desired end point of the program. An MDA-approved update to the Acquisition Strategy is required prior to Milestone C and FRP (or Full Deployment Decision).

DoD Instruction 5000.02 requires an approved Acquisition Strategy prior to Milestone B approval and prior to any final RFP release for the EMD phase or later. The Acquisition Strategy should be updated for all subsequent major decisions and program reviews, and whenever the approved strategy changes. The Acquisition Strategy is approved by the MDA.

The Acquisition Strategy establishes the milestone decision points and acquisition phases planned for the program. The strategy should cover development, testing, production, and life-cycle support. It should establish the requirements for each phase, and identify the critical management events. The Acquisition Strategy should include a Top Level Integrated Schedule and a summary of highlights from the Integrated Master Plan and Integrated Master Schedule.

From ACQ 101, Lesson 3 - The PM engages the Working-Level Integrated Product Team (WIPT) and Operational Test Agency (OTA) in the development of the acquisition strategy, and obtains concurrence of the Program Executive Officer (PEO) and Component Acquisition Executive (CAE), as appropriate.

The PM develops the acquisition strategy in preparation for program initiation, prior to the program initiation decision, and updates it prior to all major program decision points or whenever the approved acquisition strategy changes or as the system approach and program elements become better defined.

The MDA approves the acquisition strategy prior to the release of a formal solicitation. Approval usually precedes each decision point, except at program initiation, when the acquisition strategy is usually approved as part of the milestone decision review.

Please note: The Technology Development Strategy (TDS) is the program strategy document for the Technology Development (TD) phase of the Integrated Defense AT&L Life Cycle Management System. For more information on the TDS, see the Defense Acquisition Guidebook, Chapter 2, Section 2.0.

Plan (ISP)
Initial Capabilities Document (ICD)
Integrated Baseline Review (IBR)
Integrated Product Team (IPT)
Joint Capabilities Document (JCD)
Joint Capabilities Technology...
Joint Functional Concepts
Joint Interoperability Test Center...
Joint Operations Concepts (JOpsC)
Joint Potential Designator (JPD)
Joint Requirements Oversight Council...
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Major Defense Acquisition Programs...
Milestone Decision Authority (MDA)
Net-Centric Operations & Warfare...
Net-Ready Key Performance Parameter...
Program Executive Officer (PEO)
Program Manager (PM)
Secretary of Defense (SECDEF)

DEFENSE ACQUISITION GUIDEBOOK, POLICIES, DIRECTIVES, REGULATIONS, LAWS

DoDI 5000.02

Acquisition Strategy for the Contractor Field Team (CFT) Procurement

MARCOR Acquisition Procedures Handbook: 7. Acquisition Strategy (AS)/Acquisition Plan (AP)

BEST PRACTICES, LESSONS LEARNED, STORIES, GUIDES, HANDBOOKS, TEMPLATES, EXAMPLES, TOOLS

Defense Acquisition Guidebook, Chapter 2 - Acquisition Program Baselines, Technology Development Strategies, and Acquisition Strategies

Defense Acquisition Guidebook, Chapter 11 – Program Management Activities

DAU Ask A Professor - Acquisition Strategy for Commercial Items

DAU Ask A Professor - Where can I find a copy of the NAVSEA Acquisition Strategy Guide

Navy Acquisition Strategy Decision Guide

COMMUNITIES OF PRACTICE

SECAF Memo "Data Rights and Acquisition Strategy, DTD 3 May 06

TRAINING RESOURCES

ACQ101 - Fundamentals of Systems Acquisition Management, Lesson 3 – Acquisition Strategy

BCF103 - Fundamentals of Business Financial Management

LOG101 - Acquisition Logistics Fundamentals

CON214 - Business Decisions for Contracting – Developing and Implementing an Acquisition Strategy

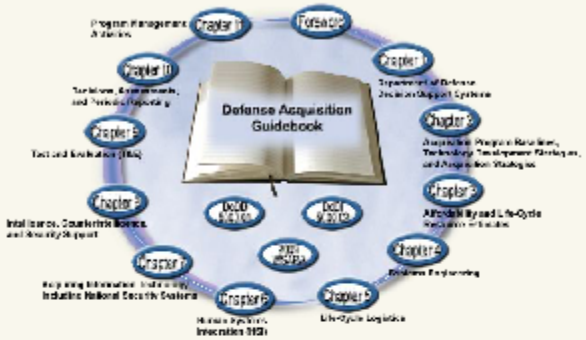
CLC035 - Other Transaction Authority (OTA) for Prototype Projects: Comprehensive Coverage – Introduction to Acquisition Strategy

Defense Acquisition Guidebook

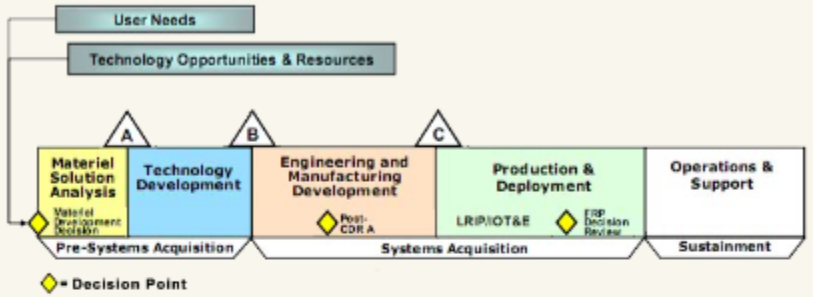
Your Acquisition Policy and Discretionary Best Practice Guide

Defense Acquisition University

Document View



Lifecycle Framework View



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Defense Acquisition Policy News

Welcome to the New Defense Acquisition Guidebook Web Site

https://dag.dau.mil - 12/17/2009

The DAG web site has been redesigned to provide the acquisition workforce and our industry partners with a more effective, user-friendly capability to instantly access best business practice, supporting policy, and lessons learned.

In addition to its more efficient traditional features, the DAG includes a number of new tools that link to valuable sources of acquisition information. Our intention, as before, is to enhance your ability to plan and execute your acquisition programs.

The recently revised DAG content includes the guidance needed to implement the acquisition policy changes in DoD Instruction 5000.02 and the DAG web-site now includes additional policy implementing the Weapons Systems Acquisition Reform Act of 2009.

We hope you find this new capability useful and look forward Read more...

More Defense Acquisition Policy News 1/5

AT&L - Acquisition Systems

DAP Quick Links

DAP DAU ACC BPCh

ACQuipedia PM Toolkit ACQuire IFC

AAP Media Acker

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    - Production and Deployment Phase
    - Full-Rate Production (FRP) Decision

MDAPs at the MS B

MDAPs at the Milestone B Decision

Statutory Requirements

Regulatory Requirements

The following information is required by Statute at Milestone B for All Major Defense Acquisition Programs (MDAPs)

INFORMATION REQUIRED	GUIDEBOOK LINKS	APPLICABLE STATUTE, POLICY, AND OTHER REFERENCES
Acquisition Program Baseline (APB)	Chapter 2, Section 2.1.1	Section 2435 of title 10, United States Code
Alternate Live Fire Test and Evaluation (LFT&E) Plan (OSD LFT&E oversight programs with waiver from full-up, system-level testing only)	Chapter 9, Section 9.5	Section 2366 of title 10, United States Code
Analysis of Alternatives	Chapter 3, Section 3.3	Subtitle III of title 40, United States Code

Assessments, and...
CH. 11 -- Program Management Activities
DoD Directive 5000.01
DoD Instruction 5000.02
DTM's
Lifecycle Framework View
User Needs and Technology Opportunities
Materiel Solution Analysis Phase
Materiel Development Decision
Milestone A Decision
Technology Development Phase
Milestone B Decision
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MAIS Programs at the MS B
ACAT II and Below Programs at the MS B
EMD Phase
Milestone C Decision
Production and Deployment Phase
Full-Rate Production (FRP) Decision
Operations and Support Phase

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"acquisition program

2.1.1. The Acquisition Program Baseline (APB)

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DoD Instruction 5000.02 requires every program manager to propose and document program goals prior to, and for approval at, program initiation for all Acquisition Category (ACAT) programs. The APB satisfies the requirements in 10 USC 2435 and 10 USC 2220 for ACAT I Programs. The APB is an important document for program management and should reflect the approved program being executed.

Program goals consist of an objective value and a threshold value for each Key Performance Parameter (KPP)/Key System Attribute (KSA) parameter. Cost, schedule and performance are intrinsically linked and the threshold and objective values of all program goals should be developed with these relationships in mind. The program manager (PM) is responsible for managing the trade space between program goals within the bounds of cost, schedule and performance.

Objective values represent the desired operational goal associated with a performance attribute beyond which any gain in utility does not warrant additional expenditure. Generally, the objective value is an operationally significant increment above the threshold. An objective value may be the same as the threshold when an operationally significant increment above the threshold is not useful.

Thresholds represent the minimum acceptable operational value below which the utility of the system becomes questionable. For performance, a threshold represents either a minimum or maximum acceptable value, while for schedule and cost parameters, thresholds would normally represent maximum allowable values. The failure to attain program thresholds may degrade system performance, delay the program (possibly impacting related programs or systems), or make the program too costly. The failure to attain program thresholds, therefore, places the overall affordability of the program and/or the capability provided by the system into question.

As noted above, each APB parameter must have both an objective and a threshold. For each performance parameter, if no objective is specified, the threshold value will serve as the objective value, and if no threshold is specified, the objective value will serve as the threshold value. For schedule and cost parameters, there are specified default threshold values: the default threshold for schedule is the objective value plus 6 months; and the default threshold for cost is the objective value plus ten percent of the objective value. Despite these guidelines, the PM may propose with justification an appropriate threshold value to optimize program trade space, subject to Milestone Decision Authority (MDA) and user approval.

The PM derives the APB from the users' performance requirements, schedule planning and requirements, and best estimates of total program cost consistent with projected funding. The sponsor of a capability needs document (i.e., Capability Development Document or Capability Production Document) provides a threshold and an objective value for each attribute that describes an aspect of a system or capability to be developed or acquired. The PM will use this information to develop an optimal product within the available trade space. APB

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Program Managers Tool Kit

Chapter 1: Acquisition Management
- Acquisition Processes and Resources
- International Acquisition
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- Contracting
- Defense Industry Business Management
- Logistics
- Organization
- Manufacturing
- Test and Evaluation
- Planning and Control Tools
- Risk Management
- Systems Engineering
- Software

Chapter 2: Leadership and Managerial Skills
- Management and Leadership
- Program Management "Diamond Card"
- Empowerment, Delegation, and Coaching
- Coaching Skills
- Generic IPT Process
- Formula for Effective Team Performance
- Team Charter
- Working Groups
- Team Performance Model
- Team Decision Making
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- Communications
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Chapter 3: Problem Solving Skills
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- Deployment Flowcharts
- Nominal Group Technique (NGT)
- Creative Problem Solving
- Knot Chart
- Qualitative Problem Solving
- Gantt Chart

Accessible version of this menu

Version 1.0.1

PPBE — On-Year Program/Budget Review (Even Year)

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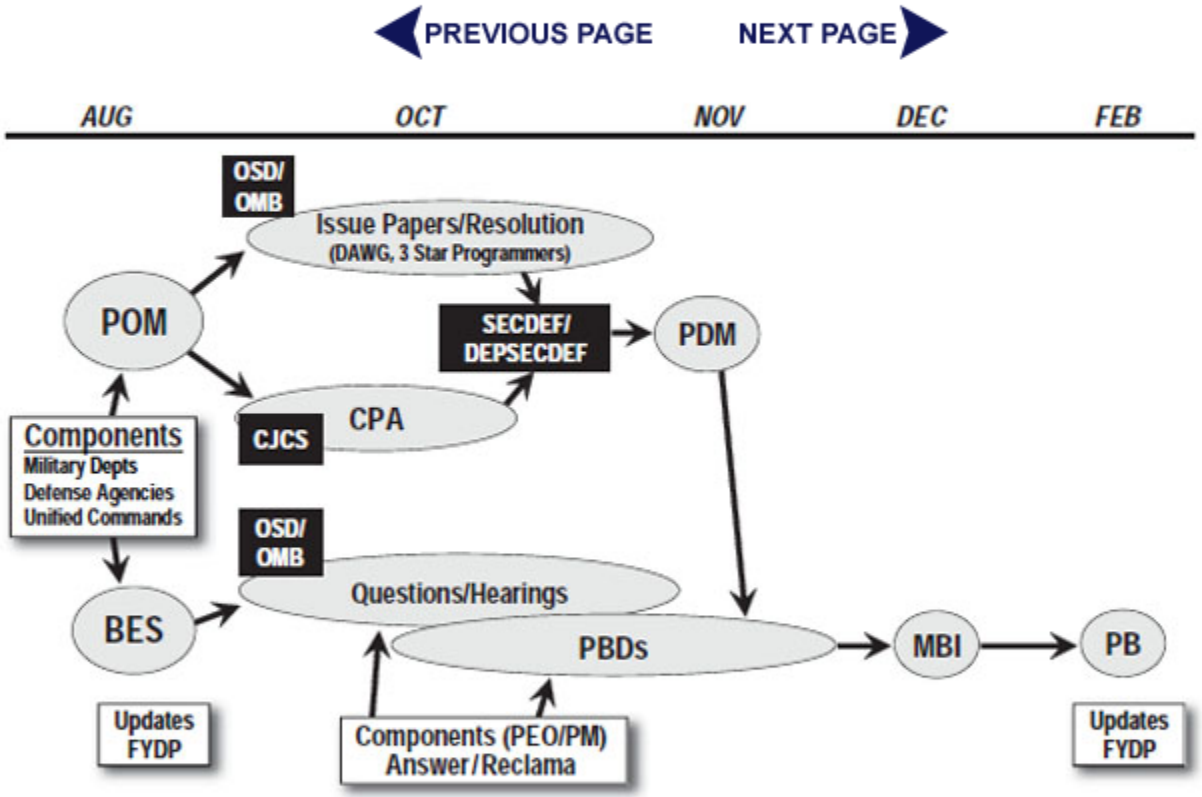

Legend:

BES — Budget Estimate Submission
COCOM — Combatant Commander
CPA — Chairman's Program Assessment
DAWG — Deputies Advisory Working Group
PB — President's Budget
PBD — Program Budget Decision
PDM — Program Decision Memorandum
PEO/PM — Program Executive Officer/

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  - Capabilities-Based Assessment (CBA)
  - Capability Development Document (CDD)
  - Capability Production Document (CPD)
  - CDD, CPD Evolutionary Acquisition...
  - Component Acquisition

Program Executive Officer (PEO)

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ACQuipedia Article

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DEFINITION

From the DAU Glossary - A military or civilian official who has responsibility for directing several Major Defense Acquisition Programs (MDAPs) and for assigned major system and non-major system acquisition programs. A PEO normally has no other command or staff responsibilities within the Component, and only reports to and receives guidance and direction from the DoD Component Acquisition Executive (CAE).

GENERAL INFORMATION/NARRATIVE

From the DoD Instruction 5000.02, Enclosure 10, page 71.

3. ASSIGNMENT OF PROGRAM EXECUTIVE RESPONSIBILITY

a. Unless a waiver is granted for a particular program by the USD(AT&L), Component Acquisition Executives (CAEs) shall assign acquisition program responsibilities to a PEO for all ACAT I, ACAT IA, and sensitive classified programs, or for any other program determined by the CAE to require dedicated executive management.
b. Unless a waiver is granted by the Defense Acquisition Executive (DAE) or CAE, a PEO shall be experienced and certified in acquisition management. Waivers should be strictly avoided.
c. The PEO shall be dedicated to executive management and shall not have other command responsibilities unless waived by the USD(AT&L).
d. d. The CAE shall make this assignment no later than program initiation, or within 3 months of estimated total program cost reaching the appropriate dollar threshold for ACAT I and ACAT IA programs. CAEs may determine

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    - Nominal Group Technique (NGT)
    - Creative Problem Solving
    - KNOT Chart
    - Qualitative Problem Solving
    - Gantt Chart

Cause-and-Effect Diagram

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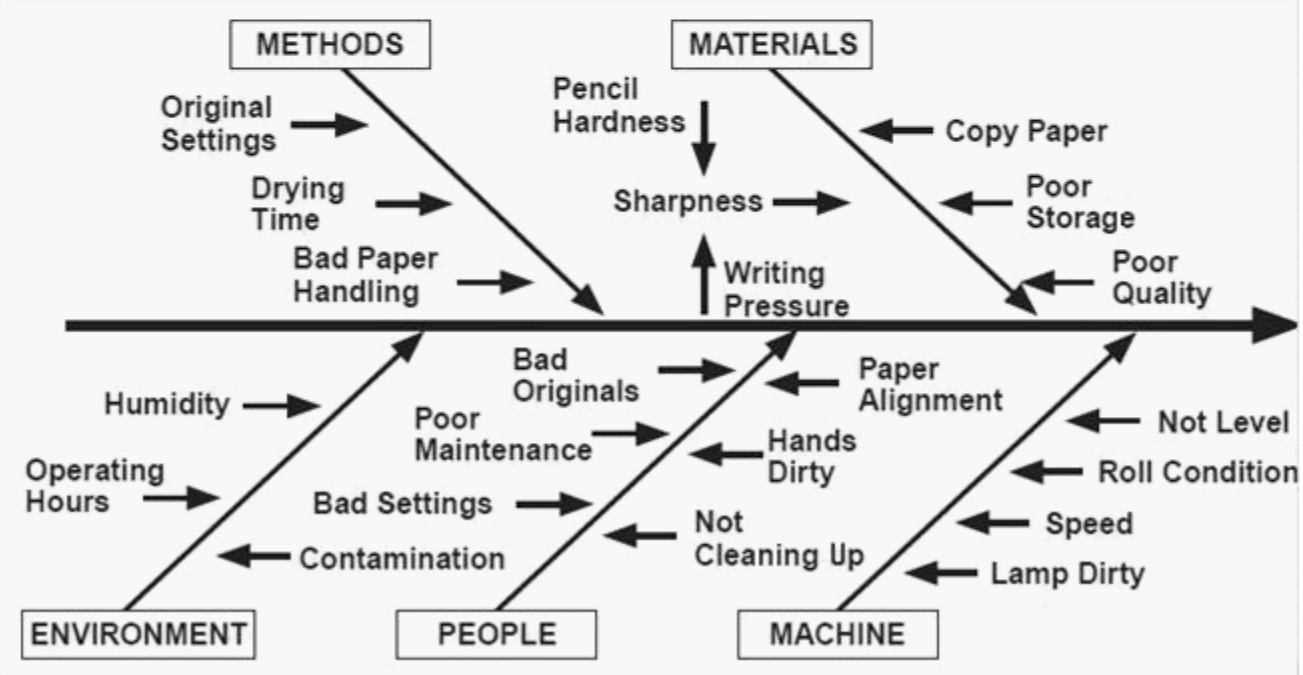
The cause-and-effect diagram is a graphical illustration of the relationship between a problem or goal (the effect) and its potential contributors (the causes). Sometimes called the "fishbone" or Ishikawa diagram.

Used for analyzing problems, a CAUSE-AND-EFFECT DIAGRAM can help:

- Determine root causes of a given effect; and
- Identify areas where there is a lack of data.



Integrated Life Cycle Chart

Integrated Defense AT&L Life Cycle Management Chart

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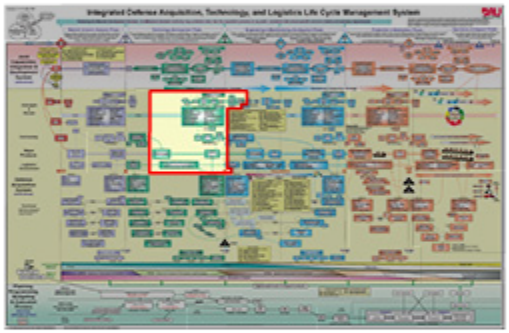

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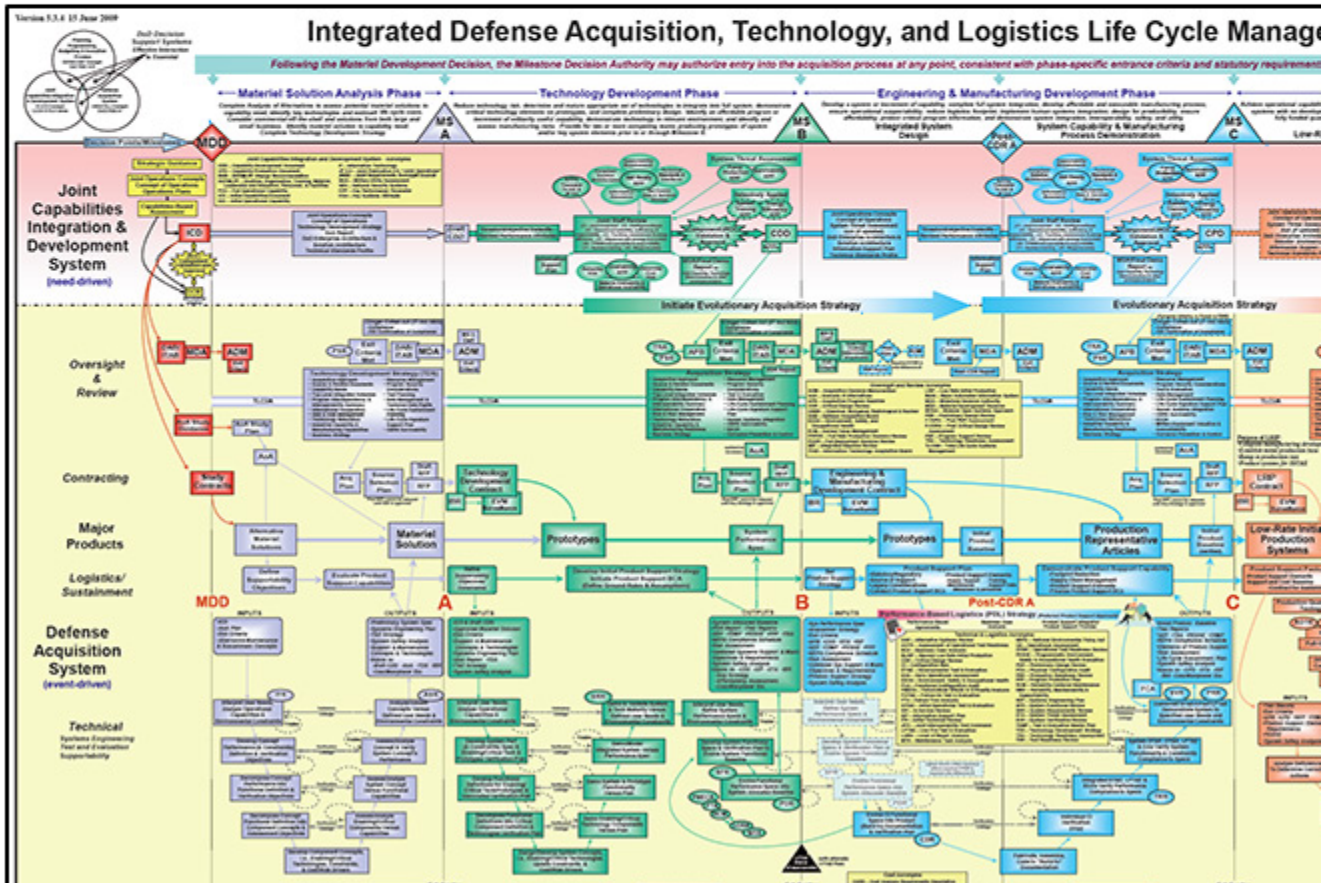

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7. Contracting
8. Cost Estimating & Funding
9. Technical Activities
10. Life Cycle Logistics (LCL)

1. INTRODUCTION.

The Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System Chart aid for Defense Acquisition University (DAU) courses. It serves as a pictorial roadmap of key activities systems acquisition processes. The chart illustrates the interaction of the three-key processes that mus concert to deliver the capabilities required by the warfighters: the requirements process (Joint Capabil Integration & Development System [JCIDS]); the acquisition process (Defense Acquisition System); ar and budget development (Planning, Programming, Budgeting, and Execution [PPBE] process). These decision support systems are illustrated in the top left front of this chart. This chart is based on policies guidance from the following Department of Defense (DoD) documents and Web sites:

- **DoD Directive 5000.01.** *The Defense Acquisition System,* May 12, 2003
- **DoD Instruction 5000.02.** *Operation of the Defense Acquisition System,* Dec. 8, 2008
- **Defense Acquisition Guidebook (DAG).** https://dag.dau.mil
- **CJCS Instruction 3170.01G.** *Joint Capabilities Integration and Development System,* Mar 1,
- **JCIDS Manual** *Operation of the Joint Capabilities Integration and Development System,* Mar
- **CJCS Instruction 6212.01E.** *Interoperability of Information Technology and National Security* Dec. 15, 2008
- The following Internet sites provide additional information:
- **Acquisition, Technology & Logistics Knowledge Sharing System (AKSS).** https://akss.da AKSS provides links to mandatory and discretionary information and best practices for defense
- **Acquisition Community Connection (ACC).** https://acc.dau.mil ACC provides information on technology, and logistics processes. ACC has links to acquisition-related communities of practic special interest areas, and to the DAU Continuous Learning Center.
- **DAU Continuous Learning Center (CLC).** http://clc.dau.mil The CLC provides access to less professional development and current information on new initiatives.
- **Defense Acquisition Policy Center.** https://akss.dau.mil/dapc/index.html The Acquisition Poli

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Acquisition Policy
Ammunition
Architect-Engineer and Construction Contracting
Business, Cost Estimating
Business, Cost Financial Management
Commercial Contracting
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Contingency Contracting
Contract Administration
Contract Audits, Cost Accounting Standards
Contract Law
Contracting
Contracting Officers Representatives
Engineering and Technology
Environment, Safety and Occupational Health
Government Property
Government-wide Purchasing Card
International, Foreign Military Sales
Katrina Contracts

Welcome to Ask A Professor!

Ask A Professor (AAP) is a Department of Defense resource for asking acquisition and logistics questions concerning policies and practices. Who answers these questions?

Feel like browsing our library of question and answers? Just select any of the Subject Areas in the menu on the left to begin.

Ask a Professor — Most Recent Answers

Curious about the type of questions we get? Below is a list of the ten latest answers to questions submitted to our experts.

- Asked on:1/17/2010 Subject Area: Logistics/Sustainment Question Subject:Life Cycle Sustainment Plan Template
  Where can I find a template and/or an example of a LCSP?
- Asked on:1/17/2010 Subject Area: Contingency Contracting Question Subject:What instruction requires market research?
  What instruction requires market research?
- Asked on:1/17/2010 Subject Area: Contract Administration Question Subject:Exercising Options on a Delivery Order
  Can I just issue a mod against DO 0005 or do I have to issue a whole new delivery order to exercise the Option?
- Asked on:1/15/2010 Subject Area: Contracting Officers Representatives
  Question Subject:Can a Foreign National (FN), hired as a DoD employee, be a COR?
  Can a Foreign National (FN), hired as a DoD employee, be a COR?
- Asked on:1/14/2010 Subject Area: Contract Law
  Question Subject:Can you use O&M for a non-severable research and development type contract for more than one fiscal year.
  There is a non-severable R&D contract in place, we are using annual appropriated O&M funds, is this legal?
- Asked on:1/14/2010 Subject Area: Program Management
  Question Subject:"Sustain" only Capability Production Document (CPD)?
  How does this affect the PM s acquisition strategy, Combat Developer, PEO, and the rest of the acquisition community? Request guidance if the program proceeds to a Milestone C Decision, testing, or stop work? Thanks, th

Ask A Question

Before submitting you question, please brov the Subject Areas me on the left to review t questions that have b previously asked and answered.

Please provide your organizational email address. The Ask a Professor protocol do not permit responding emails from personal accounts.

Did you know you also search the entire Ask A Professor Library by do an Advanced Search, a selecting the "AAP Libr option?

Questions answered after M 2003 are answered with the new DoD 5000 Acq Process Mandatory Policy guidance. Questions answered before 2003 were based on interim previous versions of the Do 5000 instructions. Since the answers were relevant for time period for which they w asked, and may be of histor significance as archived reference material, no actio be taken to re-answer AAP

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